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THE CASE OF EDP RE:DY – PREPARING FOR THE FUTURE

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Abstract

The Case of edp re:dy – Preparing for The Future

EDP is one of the biggest companies in Portugal and is recognized nationally and internationally for its energy solutions. The changes the market changes have been pressuring EDP to develop further its portfolio of services in a way that expands its spectrum of businesses and enriches its relationship with clients. In that context, edp re:dy has born. This service provides a “smart home enabler” solution with which clients can control and monetize their home energy and any equipment, at distance. With that, what EDP proposes to offer is a tool with which clients can be more efficient and gain control of their home. However, because this is a complete new product with an unfamiliar concept, it has been very difficult for consumers to understand it and to be interested. Also, the predicted arrival of highly technologic solutions from the Big Tech Companies, Apple and Google, are threatening the long-run evolution of edp re:dy. The product development team had to make a decision regarding the plan of actions for the future, which required a deep analysis of consumers’ needs regarding such service and the trends that are growing in the smart home market.

Keywords: IoT, Smart Home, Communication Strategies, Product Development

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The Case of edp re:dy – Preparing for The Future

It was a warm Monday morning, October 3rd, 2016, when the members of the marketing department were reunited with the innovation team to discuss the future of *edp re:dy* for the next year. What was being discussed was the strategies for *edp re:dy* growth. However, the current issues and challenges that the product was facing were putting in jeopardy the sustainability of this plan of actions. For the past three months the marketing team had been struggling with getting *edp re:dy* in consumer's home but the problems of the past left to be solved were haunting the rise of this product. As the year was ending, it was now time to make new decisions and prepare a set of strategies that made sense for the next year that was coming.

Besides all the internal issues surrounding *edp re:dy* development, there was also the threat from competition that could be entering the Portuguese market very soon – the power houses Apple and Google that also had their products on the smarthome industry, namely, Homekit and Nest.

The team had now to decide which path to choose regarding *edp re:dy*'s future developments.

In one way, if the arrival of the big tech companies was predicted to be very soon and aggressive, the efforts allocated with new developments for *edp re:dy* may mean more waste of time and money instead of making it grow in the market. In other way, for people to be

more aware and interested in this product it is crucial to spent resources to make new changes and advances in its features.

In one way continuing with new features for the service could make it look more attractive to the public and help fight the upcoming of competition; but in the other way, edp re:dy would have to put a lot of effort and resources to make a product at the level of this competition and that may meant waste of investment in a battle already lost.

The sales of the service were still below goals and the team had to act quickly and fiercely if they wanted to get clients before the entrance of the big tech companies (BTC) and, hence, to be out of this market. They had to think of the most effective and efficient strategy to get people's attention and interest that could be converted into sales and that would guarantee edp re:dy as the only hub for connecting devices in the short run.

The main concern of the marketing team was how to get the right formula between product developments and communication efficiency that can get people's interest and create the necessity of acquiring this completely new and complex service.

Idea generation and history

The idea for edp re:dy came out of the search for new solutions that could enhance interaction between EDP and its clients and, hence, to strengthen that relationship.

The first steps in this direction started in 2009, when the innovation team noticed that the market was missing some type of solution for clients better understand their energy expenses and consumption patterns. The idea was to create something completely new and disruptive in the Portuguese market – give clients the possibility of controlling and monitoring their energy consumption.

At that point, clients could only know their consumption by checking the energy meter. However, that option was not very useful since clients could not fully understand where that consumption came from or how to manage it. There was clearly a market need for some type of service that could allow, in a simple and functional way, for clients to know how much they were consuming at any time of the day, whenever they wanted. There was, at that time, some home automation solutions in the Portuguese market, but none that enabled clients to understand and control energy expenses. And since energy is the core business of EDP, it made a lot of sense the integration of such solution in EDP's portfolio.

The project started with a deep benchmark analyzes, where the innovation team tried to understand what the foreign market was offering – there were a lot of international companies with services for consumers to control and monitor their energy consumption (see **Exhibit 1**). By comparing the diversity of options that there were available at that time, the team was able to identify the main strengths of each and compile them into a unique set of characteristics that were intended to be applied to the product under development.

Since the beginning the main and most important aspect of this service was to provide a monitoring solution for home energy consumption, hence, the building blocks of this service was to differentiate from a home automation solution and to be established as a service that offered mechanisms for energy management, savings and efficiency.

By the time there was a solid product developed it was possible to put it to test with a group of clients. Under the public scrutiny, they could understand how good the service was and how valuable for the clients. Slowly, they started to understand that people were more interested in having automation solutions in their home and would not buy the service if it only focused in the energy management aspect. Since the technology behind the equipment for energy measurement could be applied, with little effort, to other devices it was possible to

give people the control of their home's appliances. Soon it was obvious that the solo focus on energy management would not make lot of sales since it was not very attractive to most clients to have a service that only provided graphs and information about their home energy. In that way, the spectrum was extended to the concepts of commodity and control. It was by that time that the team started to think of a service that would not only provide with deep energy information but also was capable of giving remote control of home equipments to the clients.

Slowly the innovation team started designing what they called initial *InovServices* (see **Exhibit 2**). In this pilot, they envisioned a service that would be divided into three different objectives that were built for different types of clients (see **Exhibit 2**), for some segment of clients the service was only about the energy consumption and efficiency aspect, for others it was complemented by home automation solutions (still very simple in comparison with what is offered today).

After years of designing, creating and research the team came out with the final product – *edp re:dy*. Before launching to the market, the service was under several tests in laboratory and with the clients. There was a focus group where a small but varied group of people was chosen to experiment the service. The overall results were positive and people demonstrated an interest in acquiring the service (see **Exhibit 3**).

Only by the beginning of 2014 the complete service was ready to be launched in the market. The product that is now in the market includes a smartphone app that connects via wireless to a *box* in clients' homes that then does the connection to “peripherals” that are the triggers for consumption analyzes and remote control of the several equipments (see **Exhibit 4**).

The technology behind the service

The edp re:dy's service integrates a system of devices that work together in a way that enables clients to receive information and to remote control equipments. This system requires a technical assistance to install the devices that connect the smart *energy meter* – the equipment for energy measure – to a gateway (the edp re:dy box) that enables the information to be collected in a cloud service that is then provided to the clients (see **Exhibit 5**). More specifically, once there is installed the smart energy measure, the electric circuit is equipped with the tools that enable to transmit its information. A gateway, that works like an internet router, receives that information and then, through communication protocols (ZigBee, PLC and Wi-Fi), is able to process all the information from the home equipments and the smart energy meter and to storage it in a cloud system. Then, is that information stored in the cloud that is transmitted to the smart phone and website portal. The “peripherals” are the bridges that make the connection between equipments and the edp re:dy box.

Hence, in this process there are involved a series of pieces – namely, the app/portal, the edp re:dy box and the peripherals – that work together to make a traditional home a smart home.

Introducing the product

Since its launch in the market in 2014 edp re:dy has faced a lot of challenges. We can find three major areas that have made it harder for this service to be established in the market:

1) **Technology**, and here there are two issues to consider:

- a. Regarding the market (the smarthome market), since it is a new field that is yet to be stable there are a lot of uncertainties. There is no answer to how it is going to progress since a lot of companies are trying to enter this market and they have different perspectives of what directions it should take. If in one side there are companies that think the best way is to invest in smart equipments to be replaced

by traditional ones, on the other side there are companies who believe that the best way to win in this market is by investing in being the connection between consumers and their equipments – being the *hubs*¹. So, because there are a lot of players in this market with different visions and offers, it makes it harder for the consumers to understand the concept and to choose one from this range. Hence, the market needs to reach a standard for what the concept should translate as to create a stable environment to the clients. Without this important aggregation of the different visions, it will continue to be a market with very low adherence, and specially for edp re:dy without having a clear position in this market.

b. Edp's resources. Since this is not a technology company it has faced a very difficult process in coming up with such service. Being the first time working with new technologies and apps for smartphones has posed numerous challenges within the company.

2) **Commercial**, and here there is a major one – the fact this is a nonexistent market. People still do not have a clear idea what a smart home and its features is, they still not feel the need to have such product and, hence, it is extra difficult to sell. Hence, edp re:dy is still in the process of coming up with a structure to give support to this concept and that enables consumers to understand what this service is.

3) **Operational**, since this a new service that edp re:dy's installers and the commercial channels are not used to, it demands additional efforts in monitoring all the process in terms of the commercial aspect and the assembly of the service in the clients' homes to guarantee that everything works out on the field. And it is crucial for such a product that everything works well from the very beginning since it is a market that depends a lot on

¹ A *hub* is a common connection point for devices in a network. Hubs are commonly used to connect segments of a LAN. A hub contains multiple ports. When a packet arrives at one port, it is copied to the other ports so that all segments of the LAN can see all packets. Source: <http://www.webopedia.com/TERM/H/hub.html>

the opinion of the first users that through word-of-mouth reach to other consumers, so if it does not go well with the first users the acceptance of such service and raising new clients will be much harder.

Giving all these challenges, it has been very difficult for edp re:dy to grow in the market. The number of clients is still very low and the strategies that have been implemented have yet to be perfected in order to overcome these difficulties.

The strategies

Given all the challenges that edp re:dy has been facing since the beginning it always demanded extra effort from the innovation and marketing teams to come up with new strategies to overcome difficulties. More than any other service within the portfolio of Edp the teams need to be ahead of the future and to think of actions that are able to face not only the current challenges but also the ones that will be occurring as the market develops. That is, given the nature of edp re:dy the product development team is always trying to predict the future and to think of strategies that take all the possible scenarios into consideration. Hence, they know that is crucial to have a service that can be shaped as the market grows having this characteristic of a dynamic product that will change a lot given the uncertainty of the industry where it operates.

Throughout this journey of developing the product, edp re:dy was able to create a system of challenges that enable this product to be as it is today. For instance, and to understand how the team has been dealing with the issues, one of the challenges has been the fact that there is still very few houses with smart devices, that is, having a smart home it is something that is still limited by the fact that the general house is not equipped with smart equipments. Hence, the way Edp got over this fact that still persist was by creating the peripherals – the devices that are included in the service and the ones that do the bridge between edp re:dy and a

normal equipment, that is the key for turning a normal equipment into somehow a smart equipment. This was a quick and efficient way of overcoming the fact that the market for smart devices is still developing at a very slow rate. However, when thinking about the market trends, the product team believes that, sooner or later, the peripherals solution will end up disappearing. This belief comes with the fact that it is predicted that most equipments inside our homes will become smart, since there are companies focusing on developing such market. No matter what the future will bring, the product team knows this is a solution that needs to persist in the short run to give a push to this market and to give consumers the opportunity of having a smart home without requiring them to change their entire home to have smart equipments. So, this is one of the strategies that edp re:dy's team has come upon to overcome the fact that it is a very premature market with few options for the players but it is also something they know will probably not persist in the future, when the market is more mature, and they can start preparing for that time and to think about other directions. All the technologic strategies go through this process of trying to balance the solutions that make sense for a "new born" market and the ones that will make sense in a future when things are more developed and stable.

Regarding the commercial strategies, the challenges for edp re:dy are much bigger since the team is dealing with a completely new product. The challenge of creating a new market imposes two possible answers: raising a lot of money to sustain the foundation of this new market and to awaken interest from the clients; or by introducing specific strategies and directed to a certain group of clients that are more interested in buying, and then let these first clients to aware the other consumers about the existence of the product (word-of-mouth). The marketing team has been using this last strategy since there is not an option, by now, to invest a lot of money raising awareness. So, they have chosen to go into a direction that enables clients to understand what the product really is and to get their interest in buying. This

strategy is all about experimentation since it is the best way to overcome the difficulty that is to explain consumers a new product, and with this strategy the team has chosen different ways of approaching it:

- A completely free trial was possible after the development of an app demo (see **Exhibit 6**) that only requires downloading the app in the smartphone and then consumers can see how it works and all its features in a made-up home environment;
- A promotional trial where clients can have the complete service in their home for free during a certain period and then, at the end of that period, have to decide either if they want to continue with it and start paying for it or if they do not want it anymore;
- A promotion that offers the service when someone buys another product from Edp, namely, solar panels (a bundle).

Hence, the commercial strategies have been driven by the question of what is the best way to sell such product if the team are is not willing to spend millions to create a market and to come up with *above-the-line*² campaigns. The marketing team has expressed that they are still in the phase of trying to understand the right formula to commercialize, that is, for clients to understand the value of the service and for them to wanting to divulgate it to others – and that is what they are currently doing, creating mechanisms for consumers to understand the product and for themselves to promote it.

A technologic service within a utility company

Company Overview

EDP – Energias de Portugal – is a company from the energy sector, vertically integrated and with its headquarters in Portugal, where it was founded in 1976, with the fusion of 13

² *Above-the-line (ATL)* campaign is one where mass media is used to promote brands and reach out to the target consumers. These include conventional media as we know it, television and radio advertising, print as well as internet. This is communication that is targeted to a wider spread of audience, and is not specific to individual consumers. Source: <http://www.theadvertisingclub.net>

companies of the Portuguese electric sector. Since then, the group did not stop to grow and to develop, becoming a multinational company and biggest not financial company in Portugal. As a national business, it was in charge of the provision of electricity for the whole country, as well as to keep updating the extension of the electricity distribution and to establish a unique tariff for all the clients.

EDP Group has always described itself as a “*global company of energy, leader in value creation, innovation and support*”.

In 1999 it was created *EDP Comercial*, one of the business areas within the group, intended to prepare to compete in the free electricity market. The final purpose of this area is to put the client in the center of its activities and to think of solutions that can leverage the value creation to the consumers who choose EDP as the favorite electrical provider. Before market liberalization, EDP was the only electricity company in Portugal and all clients had to face the prices determined by the regulatory entity – *Entidade Reguladora dos Serviços Energéticos (ERSE)*. By 2006 all clients in Portugal were able to choose their own electricity suppliers, and new companies entered this market competing against EDP. In the free market, each supplier sets its own prices, so it was crucial to EDP Group to create business areas that could focus only on the clients’ needs and demands to come out with the best offers besides only electricity. Hence, *EDP Comercial* is the business area that focuses on the solutions for the clients that go beyond the simple supply of energy.

Nowadays, EDP Group has a complex chain of value with different and valuable activities (see **Exhibit 7**) and has a strong presence in the energy sector worldwide, being represented in 14 countries, having more than 10 million clients and more than 11 thousand collaborators globally. Furthermore, in Portugal it has a market penetration of over 65%.

It is, hence, undeniable the power that EDP has in the Portuguese market as it is perceived as one of the biggest companies. In that sense, EDP has all the resources and capabilities to invest in new business areas and grow in different directions.

A service for client engagement

Given the changes in the electricity market in Portugal that demanded a shift of perspectives, EDP Group had to improve the business areas that were directed to clients' relationship in order to provide with better solutions and to thrive to be the company of choice of the consumers. In that sense, *EDP Comercial* has been building a portfolio of products and services that intend to attract clients and to make sure that they are satisfied with what the group has to offer. And it is in this context of trying to strengthen the relationship with clients that edp re:dy comes in.

Utilities in general do not need to have much of interaction with clients. The typical relationship between the client and an electricity provider happens when there is some kind of reclaim. Market demands have shifted the original paradigm into one where it is crucial to survive to know exactly who your clients are and to offer them a diversity of services.

In this sense, *EDP Comercial* main products and services – and here we include solar energy, batteries, electric mobility and edp re:dy – intend to deepen the relationship with clients, to enter directly in their homes. These services together are what EDP calls know *Casa Inteligente*, Smart House (see **Exhibit 8**) – the umbrella brand that integrates these four products and offers to their clients the opportunity of taking control of their homes, to make them more efficient and autonomous by managing everything that is related to energy at any time and everywhere. Is in this context that edp re:dy comes in as the control central of all the energy that is included in a household.

In the words of the product manager, “*edp re:dy besides being the equipment that allows our clients to coordinate and to manage energy, is the bridge between all the sources of energy*

distribution and all the points of consumption of that energy – and here we include all the equipments that take part in the lives of our clients; edp re:dy is the balance between all this complex system of production and distribution of energy (and we are including grid energy and solar energy) and the sources of consumption in our homes. With that being said, edp re:dy is what allows us to manage and to step in our clients' homes and “tell” them the best way to use their energy; when, before this, we could only participate in energy distribution”.

By providing a bridge that connects what has always been the core business of EDP (electricity) and what happens to the energy when it enters in clients' homes, edp re:dy becomes a service that enriches the customer relationship and makes this interaction constant, as it is a service for the clients to relate with everyday and at any time. Hence, edp re:dy was the solution created by *EDP Comercial* to improve this issue of the engagement with their clients, since it was lacking before this happened. The results have showed that this interaction has, in fact, increased. As said by the product manager *“if before edp re:dy the average interaction with EDP and its clients was about 8 minutes per year, and if we say that an average session on edp re:dy's app or portal is at least 7 minutes per day – and knowing that a lot of our clients visit it everyday – we can say for a fact that this interaction has improved a lot”.*

Taking the service to another level

Although it is true that edp re:dy has helped built some relationship with clients that was almost non-existent before, there is still a lot of work to be done. By taking this service to the *domotic*¹ level makes clients expect much more automatic answers from edp re:dy. One of the major concerns of the product development team is that edp re:dy still lacks this capability of being autonomous and being able to work by itself in clients' home, which is something expected from such type of home intelligence solution and it is what attracts consumers. As stated by the product manager, *“at this moment we are only giving the tools for clients to act.*

That is, we are giving them a tool that says ‘you can program your washing machine to work only at the hour for which electricity is cheaper’ or ‘you can program certain equipment to switch off when you leave home’, we are giving people information about their energy so they know how they can be more efficient and save money... however, we have realized that this has to take the other level and grow in a way where instead of being the client to act is edp re:dy the one doing the home efficiency by, for example, saying where they need to save and how to do it or by automatically switching off certain equipment because it knows that the person has left home. That is, edp re:dy has to deepen its relation with the client and act by him and being his energy counselor; it has to be autonomous without the client worrying about energy consumption or equipments and has to be capable of working together with their clients and not limiting itself to only providing with information”.

To keep clients interest and to be able to be the solution that provides all the answers about home energy and control that this service purposes to achieve the product team knows that the next step needs to be done. And although they are already preparing for the future and trying to find the right formulas to reach that level of client satisfaction there is a lot of work to be done that has yet failed to be completed due to a lack of technologic resources and due to the fact that the market is still premature and there are a lot of uncertainties surrounding it.

The smart home industry as a product from IoT

IoT concept definition

Since internet has entered our lives it has changed the way we see and connect to others and to the entire environment that surround us. Internet has enabled to progress and we have witness an exponential growth of the daily uses of the internet: starting by having internet at our homes, from having internet in our smartphones and tablets so people could be connected at any time and everywhere, and now we are entering a new age where not only people can

be connected but also equipments; and here, in this new age, is where the concept of *Internet of Things* (IoT) is born (see **Exhibit 9**). This is what is believed to be the market of the future – where everything is connected.

As we have witness so far, the internet has connected general-purpose computing devices together, often with a user involved interacting with a screen. However, the idea of The *Internet of Things* (IoT) is different. The term is used to describe the process of controlling or reading at distance from physical (often non-computing) devices via a network, usually the internet (see **Exhibit 10**). In a simple way, IoT is the next step of internet that allows the world to be connected in an extreme way; is the internetworking of physical devices, vehicles, buildings and other objects embedded with electronics, software, sensors, actuators, and network connectivity that allows for collection and exchange of data. IoT is literally the interconnection of all things that surround us and that are present in our everyday lives.^[1]

Applications of the Internet of Things

Smart Home: The smart home is likely the most popular IoT application at the moment because it is the one that is most affordable and readily available to consumers. We define a smart home device as any stand-alone object found in the home that is connected to the internet, can be either monitored or controlled from a remote location, and has a non-computing primary function. Multiple smart home devices within a single home form the basis of a smart home ecosystem.

Wearables: Watches are no longer just for telling time. The Apple Watch and other smartwatches on the market have turned our wrists into smartphone holsters by enabling text messaging, phone calls, and more. And devices such as Fitbit and Jawbone have helped revolutionize the fitness world by giving people more data about their workouts.

Smart Cities: The IoT has the potential to transform entire cities by solving real problems citizens face each day. With the proper connections and data, the Internet of Things can solve traffic congestion issues and reduce noise, crime, and pollution.

Connected Car: These vehicles are equipped with Internet access and can share that access with others, just like connecting to a wireless network in a home or office. More vehicles are starting to come equipped with this functionality, so prepare to see more apps included in future cars.^[2]

IoT predictions and trends

The Internet of Things (IoT) has been labeled as "the next Industrial Revolution" because of the way it will change the way people live, work, entertain, and travel, as well as how governments and businesses interact with the world.

A report from BI Intelligence (Business Insider's premium research service), has been observing the trends and the patterns of growth of this new market, IoT, and has pointed out the key points that are predicted for the next years:

- In total, we forecast there will be 34 billion devices connected to the internet by 2020, up from 10 billion in 2015. IoT devices will account for 24 billion, while traditional computing devices (e.g. smartphones, tablets, smartwatches, etc.) will comprise 10 billion.
- Nearly \$6 trillion will be spent on IoT solutions over the next five years.
- Businesses will be the top adopter of IoT solutions. They see three ways the IoT can improve their bottom line by 1) lowering operating costs; 2) increasing productivity; and 3) expanding to new markets or developing new product offerings.
- Governments are focused on increasing productivity, decreasing costs, and improving their citizens' quality of life. We forecast they will be the second-largest adopters of IoT ecosystems.

- Consumers will lag behind businesses and governments in IoT adoption. Still, they will purchase a massive number of devices and invest a significant amount of money in IoT ecosystems.^[3]

The SmartHome market

Home automation has been developing for a few years. Locks, cameras, smoke detectors, doors, lights, and a several number of equipments have been integrated into remote control using a diversity of systems and programs. But the problem is that most of these appliances had their own point of control and no communication between them. So, that meant that a person who had more than one automation system needed to have more than one program running, which represented a mess and confusion of applications for someone who had lots of home automation solutions. In that way, developers started to think of creating a solution that could integrate a diversity of devices in one unique point of control. This is what Google and Apple have done with their Nest and Homekit apps, respectively (see **Exhibit 11**); these two are able to connect a great number of equipments in one's home.

Although some players are starting to gain power in this market with their developed solutions, at its current state, the smart home market is stuck in the 'chasm' of the technology adoption curve (see **Exhibit 12**), in which it is struggling to surpass the early-adopter phase and move to the mass-market phase of adoption.

There are many barriers preventing mass-market smart home adoption: high device prices, limited consumer demand and long device replacement cycles. However, the largest barrier is the technological fragmentation of the smart home ecosystem, in which consumers need multiple networking devices, apps and more to build and run their smart home. In this sense, "closed ecosystems" are the short-term solution to technological fragmentation. Closed

ecosystems are composed of devices that are compatible with each other and which can be controlled through a single point.^[4]

It is in these closed ecosystems solutions where Google and Apple come in. This “Big Tech Companies” (BTC) seized the opportunity of entering the smarthome market as they are coupled with all the resources needed to succeed and to gain most of market share. What they have done so far is to create devices there are able to connect and interact to others; they have integrated softwares that enable equipments to operate with them under the notion of “works with”. So, companies started to create products that would be compatible with Google and Apple devices. In this way, it is possible for people to have devices from different manufacturers in their home that can all be managed from only one point as long as they are compatible either with Google or Apple solutions.

Although the market for smart devices is still very young and the amount of equipments that Google and Apple can work with is very low, these two companies are gaining power as people are starting to noticed their solutions and starting to gain interest in purchasing them. Slowly, they are starting to be the leaders of home automation solutions as the main integrators for smart equipments; they are becoming the logical answer to the issue of the market fragmentation. Because they have the technology, the know-how and the reputation for being the power houses of internet and connectivity, they are the first ones people will think about when having to choose which home automation solution from the multiple players that will enter this market.^[5]

BTC vs edp re:dy

Google and Apple have, hence, created a solution that competes directly with what edp re:dy has been doing: a service that integrates in one control central all the devices in our home that are able to connect between them. But if for edp re:dy this integration happens through the

existence of a gateway where all devices connect; for Google and Apple this happens through their already existent equipments that people are familiar with – smartphones and tablets (see **Exhibit 13**).^[6]

Decision Making

After more than two years of launching edp re:dy, a solution for home automation, it was time for a change and a “make-over” for the product. Since its introduction in the Portuguese market till now this service has not develop much. With all the internal changes that occur in the company (market liberalization and entrance of competition) there was not much time left to give a closer attention to this new product that was intended to offer something different to the client and, hence, stand out from competition. However, now that the electricity market is growing in Portugal is time for *EDP Comercial* to put everything into creating a portfolio of products and services attractive to the Portuguese consumers and that can make the company to be placed as the best in the market.

Further, the upcoming of Google Nest and Apple Homekit – both with solutions for home automation – was pressuring the team to develop new features that could attract clients before these companies taking over the market. In that sense, by June 2016, the marketing team was determined in working harder with re:dy and trying to come up with new solutions that could make the product more innovative and technologic as possible.

However, that are still a lot of decisions on the table that the product development team have to discuss in order to choose what is the best path for edp re:dy: What are the best ways for communicating such product? Should they keep on the experimentation approach or evolve to other kind of campaigns that include more mass advertising? What strategies should the team integrate in order to prepare for the arrival of competition? Should they keep investing in

developing new and more advanced features? Or should they start planning a scenario where edp re:dy will be integrated in Google and Apple solutions?

The time was ticking and the year was close to an end. Decisions needed to be made and the team had to take some actions if they wanted to launch edp re:dy once and for all.

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